

LEBRET/LESTOCK FARM DEVELOPMENT STUDY

This study consisted primarily of a review of previous studies of the subject farms, supported by the necessary contacts with concerned federal and provincial officials, and field visits to both sites. Consideration was given to providing employment opportunities on the farms and using them for future development of farming operations by people of Metis and non-status Indian ancestry.

The conclusions reached, and recommendations made, in this study do not necessarily represent the views of the Department of Regional Economic Expansion. Participation of a member of the DREE Saskatchewan office in the study of the farms in question does not imply that the Department holds any particular views regarding their use or disposition.

The development potentials and recommendations for each farm follow under separate titles.

LEBRET FARM

Background

The Lebret Farm was originally operated by the Oblate Fathers in conjunction with their Lebret Mission. The farm was used to provide food and employment for native people in the Lebret area. The farm received assistance as a welfare project from the Department of Social Services. In 1963, the farm was sold to the Saskatchewan Government and was operated by the Department of Social Services. In 1968, administration of the farm was transferred to Agriculture. The objective continued to be that of training for people of Indian ancestry and a source of employment for people who might otherwise be on welfare.

The farm comprises 3,520 acres of land with approximately 1,950 acres under annual cultivation and 1,000 acres seeded to perennial forage. All the farm land was used to provide feed for livestock operations consisting of a 200 sow farrow to finish hog operation and a 200 cow beef operation with calves finished to slaughter weights.

The farm staff consisted of the farm manager and from 12 to 15 farm workers depending upon the season. Except for the farm manager, all workers were unionized and worked on an hourly basis. Staff turn-over was high and productivity and efficiency low. In recent years, employment was not limited to native people and it was estimated that less than six of the workers were of Indian ancestry.

Training in recent years was limited to a few individuals who wished to gain experience with hogs before undertaking their own hog operations and were hired for a specific time period. As well, the Wascana Institute of Applied Arts and Sciences operated introductory courses in beef and hogs on the farm in the winter of 1978-79.

Existing Farm Operations

The Saskatchewan Department of Agriculture decided to terminate the Lebret farm operations by gradually phasing out the livestock enterprises before disposing of the land. The cow herd of 200 head was reduced to 100 in 1979 and the hog enterprise was completely phased out during 1980. The staff has been reduced to two full time employees and a part time manager. This staff is looking after the 100-head cow herd and operating the land surrounding headquarters. Seven quarter sections of cultivated land have been leased to adjacent farmers for 1981, pending disposal of the farm.

Review of Existing Proposals

Two proposals developed in 1979 were reviewed as follows:

1. Lebret Farm - Farm Business Section of Saskatchewan Department of Agriculture.

This proposal was developed in 1979 by farm management specialists and indicates that a viable farm can be operated using the livestock and crop rotation recommended.

Summary:

Gross Revenue	\$462,900
Less: Cash Costs	170,816
Less: Depreciation	61,135
Less: Labour	<u>162,000</u>
Net Income	<u>\$ 68,949</u>

This proposal would require 7 full-time and 4 part-time employees.

2. Lebret Training Farm - Association of Métis and Non-Status Indians of Saskatchewan,
September, 1979.

This proposal was developed by a consultant and is dated September, 1979. It does not include a feedlot operation as the calves are sold in the fall at weaning. Less hay and grain are required and therefore fewer acres are sown down to grass and grain is produced for sale.

Only 5 full-time and 2 part-time employees are required.

This proposal shows a viable operation with a net income of \$79,939.

Recommendation:

Two field visits were made at the farm location and the land and buildings were inspected to determine a suitable plan of operation. The previous and present operations were discussed with the Saskatchewan Agologist responsible for the farm operation.

Several combinations of enterprises were developed and calculations made to arrive at a plan of operation that

would provide maximum employment and remain viable. This exercise was complicated by the present market situations for grain, cattle, and hogs. Grain prices are high, however cattle and hog prices have not advanced enough to compensate for the increased cost of feed and supplies. Market trends for cattle, hogs, and feed grain were studied; probable prices were selected and applied to a combination of enterprises that would be viable, utilize all the farm facilities, and provide maximum employment.

The plan that seemed to best achieve these objectives is based on the original proposal developed by Saskatchewan Department of Agriculture farm management specialists. It has been updated to reflect changes in prices, costs, trends, and current circumstances. Data from the Saskatchewan Farm Business Manual, and current market and cost trends, were used to develop the plan presented below:

Farm Plan

Projected Farm Income Summary:

Total Farm Cash Receipts	\$506,900
Total Farm Cash Expenditures	412,833
Depreciation	65,847
Net Farm Income	<u>\$ 28,220</u>

Source of Revenue:

Market Hogs - 2800 x \$115	\$322,200
Slaughter Steers - 80 x 1050 x 80¢	67,200
Slaughter Heifers - 80 x 950 x 75¢	57,000
Surplus Hay - 1100 tons x \$55	60,500
Total	<u>\$506,900</u>

Summary of Operations:

<u>Enterprise</u>	<u>Cash Costs</u>	<u>Depreciation</u>	<u>Investment Level</u>	<u>Labour Hours</u>	<u>Min. Men Required</u>
Grain	\$ 97,500	\$ 22,055	\$ 158,700	2,646	3 (pk) 1 (normal)
Hay	24,185	6,610	44,050	2,037	4 (season)
Silage	2,723	1,252	8,350	507	4 (season)
Farrow-Finish	111,385	21,680	243,500	7,000	3
Cow-calf	13,120	13,250	193,000	2,500	1
Feedlot	<u>21,320</u>	<u>1,000</u>	<u>12,000</u>	<u>1,170</u>	<u>1</u>
	\$ 270,233	\$ 65,847	\$ 608,150	15,860	6
General Manager				<u>2,500</u>	<u>1</u>
				18,360	7

Estimated Labour Cost:

General Manager	1 @ \$25,000	\$ 25,000
Full-time Employees	6 @ \$15,000	93,600
Summer Employees	4 @ \$ 6,000	<u>24,000</u>
		\$142,600

Employees Required - 7 full-time, 4 seasonal

Grain Enterprise

- Minimum Men Required - 3 for seed and harvest
1 normal

	<u>Size</u>	<u>Times</u>	<u>Acres/Hr</u>	<u>Acres</u>	<u>Hours</u>
Seed - Cultivator H.D.	35'	1	17.5	1,650	94
- Discer	50'	1	13.5	1,650	122
- Harrow	55'	1	30	1,650	55
Spray - Avadex - 400 gal	70'	1	25	1,530	62
- MCPA	70'	1	25	1,530	62
Harvest - 2 swathers	20'	1	11.5	1,650	72
- 2 combines	6601	1	6.0	1,650	138
- truck					80
Stone picker				1,650	20

Summerfallowing

Discer in fall	30'	1	16.5	1,530	93
Discer	30'	1	16.5	300	18
Cultivator for H.D.	35'	3	17.5	200	51
Tandem Disc	16'	1	8.0	120	15

882

Tractors

155 HP
125 HP
90 HP

Production Barley - 1530 ac x 35 bus = 53,550 bus
Oats - 120 ac x 30 bus = 3,600 bus

Labour 882 actual hours x 3 = 2,646 hours

Grain Cash Costs 1,950 acres @ \$50 = \$97,500

Grain Equipment

Tractors	\$ 127,500
Truck	18,700
Combines	63,400
Swathers	11,000
Discer	25,000
Cultivator	2,000
Tandem Disc	8,800
Harrows	5,500
Sprayer	4,000
Auger	1,500
Stonepicker	5,000
Grain Storage	25,000
Machine Workshop	10,000
	<u>\$ 317,400</u>

Average Investment	\$317,400 ÷ 2 =	\$158,700
Depreciation - Equipment (15%)		21,180
- Buildings (5%)		875
		<u>\$ 22,055</u>

Alfalfa - Hay Enterprise

Production - 1.5 Tons x 1,000 ac = 1,500 Tons

Labour - 679 actual hours x 3 = 2,037 hours

Haying Operation - 4 Men Required

2 Mower-Conditioners 12'	1000 ac @ 5.5/hr =	181 hours
2 Balers	5.6 Tons/hr =	268 hours
N.H. SP Bale Wagon	7 Tons/hr =	214 hours

Operating Cost - \$14.70/Ton x 1500 = \$22,050

Breaking

15' Tandem Disc - 125 ac @ 8 ac/hr = 16 hours

Operating Cost - \$5.62/hr x 16 hours = \$90.00

Seed

7.2 lbs. Brome/2.7 lbs alfalfa/ac x 125 ac
(7.2 x 1.24) + (2.7 x 2.75)

Equipment

2 Mower-Conditions	\$22,900
2 Balers	16,800
1 Bale Wagon	48,400
	<u>\$88,100</u>

Average Investment	88,100 ÷ 2 =	\$44,050
Depreciation (15%)		\$6,610

Silage Enterprise

Production

Clover - 2.4 T/ac x 120 = 288 Tons
Oats - 2 T/ac x 10 = 20 Tons

308 Tons

Labour

169 actual hours x 3 = 507 hours

Harvesting - 4 Men Required

Forage Harvester @ 6.5 T/hr = 48 hours
High Dump Wagon
1 truck
Windrower 20'

Silage Harvesting Operating Cost
\$7.26 per ton x 308 tons = \$2,236

Breaking

15' Tandem Disc 8 ac/hr x 120 ac = 15 hours
Operating Cost
\$5.62/hour x 15 hrs = \$84

Clover Seed

8 lbs @ 42¢/lb x 120 acres = \$403

Silage Equipment

Forage Harvester \$ 10,000
High Dump Wagon 6,700
1 truck and 1 windrower from grain enterprise 16,700

Average Investment = \$16,700 ÷ 2 = \$ 8,350
Depreciation (15%) = \$ 1,252

200 Farrow-Finish Hog Enterprise

Labour - 7,000 hours. 3 men required

Production - 200 sows x 14 - 2,800 market hogs

Investment - Sows (200) \$ 40,000
- Boars (14) 3,500
- Buildings 270,000 Average Investment = \$200,000
- Equipment 130,000
Total Average Investment = \$243,000

Feed Requirements

Grain	- Sows/Boars	11,375 bus
	- Market Hogs	35,760 bus
		<u>47,135 bus</u>
Supplements	- Sow/Boar	78,400 lbs
	Market Hogs	288,400 lbs

Cash Costs

(Home Grown Grain)

Supplements - Sow	\$ 13,442
- Hogs	49,605
Utilities and Machine Use	18,818
Veterinary and Medicine	5,112
Insurance	4,378
Marketing	10,102
Building and Equipment Repair	4,400
Death Loss (3% x 1/3 V.C.)	913
Operating Interest	<u>4,618</u>
	\$111,385

Depreciation - Sow and Boar	- \$5,180
- Buildings (5%)	6,750
- Equipment (15%)	<u>9,750</u>
	\$ 21,680

Cow-Calf Enterprise

- Minimum Men Required = 1

Labour - 2,500 hours

Production - 200 cows x 80% = 160 calves

<u>Investment</u> - Buildings \$150 x 200 = \$ 30,000	average investment
- Equipment \$ 20 x 200 = 4,000	\$17,000
- Cows \$800 x 200 = 160,000	
- Bulls \$2,000 x 8 = 16,000	

Total Average Investment \$193,000

Feed Requirements

Cows - Hay 2 Tons x 200	=	400 Tons
or		
Silage		100 Tons
Hay		360 Tons
Bulls - Hay 2.2 Tons x 8		18 Tons

Cash Costs

Salt, Minerals and Vitamins	\$ 1,600	
Bedding (Cost of Baling Straw)	1,250	63 Hours
Veterinary and Medicine	1,800	
Machine Use	1,450	
Building Repair	720	
Trucking, Marketing	400	
Fencing	2,400	37 Hours
Death Loss (2% x average value)	2,700	
Operating Interest - 12%	800	
	<u>\$ 13,120</u>	

Depreciation - Cows $\frac{800 - 550}{5} \times 200$	\$ 10,000
Bulls $\frac{2000 - 900}{4} \times 8$	2,200
Buildings (5%)	750
Equipment (15%)	<u>300</u>
	<u>\$ 13,250</u>

Feedlot Enterprise

- 1 Man Required

Labour - 1,170

Production - 160 feeders x 600 lbs gain

Investment - Buildings \$100 x 160 = \$16,000
- Equipment \$ 50 x 160 = 8,000

average investment
= \$12,000

Feed Requirements

Grain 3,600 lbs x 160 feeders = 576,000 lbs
Silage 2,250 lbs x 160 feeders = 180 lbs

Cash Costs

(Home grown grain)

Oats - 3,600 bushels, barley 9,150

Purchased grain - 3,035 bus x \$3.25	\$ 9,860
Bedding	840
Salt, Minerals and Vitamins	1,000
Vet & Medicine	1,160
Machinery (grinding, manure removal, etc.)	2,400
Feedlot Repairs	300
Trucking and Marketing	2,190
Death Loss (2%)	2,120
Operating Interest (20%)	1,450
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	\$21,320

Depreciation - Buildings (5%)	\$ 400
- Equipment (15%)	<u>600</u>
	\$ 1,000

Required Farm Equipment

- 1981 Average Cost

Grain	\$317,400
Hay	88,100
Silage	<u>16,700</u>
Total	\$422,200

Employees and Training.

The employees required to operate the farm are as follows:

	<u>Full-time</u>	<u>Part-time</u>
General Manager	1	-
Grain, Hay & Silage Enterprises	1	4
Cow-Calf and Feedlot Enterprises	2	-
Farrow-Finish Hog Enterprise	3	-
	<u>7</u>	<u>4</u>

The skills and/or training required by the employees are listed for each category as follows:

General Manager

This person should be experienced and capable with a good track record as a successful farm manager.

Grain, Hay and Silage Enterprises

One full-time employee should be experienced in the operation, maintenance, and repair of farm equipment. These skills are developed over several years working on a large well managed grain and livestock farm. Attendance at farm mechanics and other agriculture short courses would be beneficial.

The four seasonal employees should be able to operate trucks, tractors, and farm equipment used for the grain and forage enterprises. These skills are usually developed while working on farms during the seeding, haying, and harvest seasons. Employees with basic driving skills can train on the job.

Cow-Calf and Feedlot Enterprises

The employee in charge should be an experienced cattleman with a record of the successful management of a large integrated cattle operation.

The second employee should have the desire to work with cattle and some related experience that will enable him to receive training on the job.

Farrow-Finish Hog Enterprise

The employee in charge should be a swine herdsman with several years of experience gained while employed on well managed swine enterprises.

The two employees assisting the swine herdsman should have some experience with pigs and be willing and able to train on the job.

Management Structure

The farm business should be incorporated under either the province's co-operative legislation or under the Business Corporations Act. A seven-member board of directors is suggested as follows:

Board of Directors:

Four directors who are members of AMNSIS. Three directors who can act as consultants; and may include at least one agrologist, an experienced successful farmer, and someone involved in agri-business.

This board should be appointed for a minimum three-year term in order to develop long range plans for the farm without interference.

Future Farm Development

When the Lebret Farm Corporation is established and begins earning a profit, consideration may be given to assisting AMNSIS members who wish to establish viable farms.

The farm corporation could provide training for future farmers who may wish to use federal and provincial programs such as the Farm Credit Corporation, Farmstart, Saskatchewan Land Bank, the Special ARDA Program, etc.

METIS SOCIETY FARM
LESTOCK, SASKATCHEWAN

Present Situation

This quarter section is located on #15 Highway, three-quarters of a mile southeast of Lestock on SW 5, Twp. 27, R. 14, W 2.

The quarter section originally contained 160 acres but is crossed by the C.N.R. and #15 Highway, running parallel to each other from the northwest corner to a point midway on the east boundary. These rights of way occupy about 20 acres and divide the quarter section into two separate areas of about 40 acres on the north side, and about 100 acres on the south side.

The northern portion is relatively level but is unsuitable for cultivation because it contains five old houses and several old foundations as well as some sloughs and bush.

The southern portion has many sloughs and some bush, plus a few high gravelly knolls interspersed with level areas. It is not suitable for cultivation.

Both parcels of land appear to be vacant and have reverted back to grass and bush.

Review of Existing Studies

A consultant appraised the agricultural potential of this quarter section in 1979. He wrote a detailed factual report, setting out his observations, recommendations, and conclusions.

Since the report sets out most of the possible uses for the land and covers capital requirements, economics, and general observations for each enterprise, AMNSIS can use it as a guide to make decisions on proposed developments.

Possible Development Opportunities

The consultant's recommendations and observations are well thought out and presented. The significant portion of his report follows:

"Possible uses:

- (1) Hog operation - farrow to finish.
- (2) Small feedlot - either backgrounding calves or finishing operation on fat cattle.
- (3) Poultry enterprise - commercial egg production or hatching egg production.
- (4) Dairy operation - fluid milk production for fresh market and/or industrial milk for cheese manufacturing.
- (5) Greenhouse - supplying bedding plants.
Truck garden operation - vegetables to local trade.
- (6) Mushroom barns - supplying larger urban market (Regina).

Project analysis:

Hog Operation - Confinement rearing of swine is a highly specialized field requiring a large investment in buildings and associated works but requiring a relatively small land area.

It is anticipated such an operation would purchase necessary feed supplies as "complete feed" from the various sources available throughout the province. There is sufficient area for waste disposal and marketings of butcher hogs would be through the Saskatchewan Hog Marketing Commission.

Capital Requirements - In building and associated works capital requirements will approximate \$1,000 per sow. Using this rule of thumb - the operation size would dictate the capital required i.e. 100 sow operation - \$100,000.

Purchase of breeding stock - initially - will average close to \$300 per head. Thus buildings and works plus breeding herd will require capital approximately \$130,000.

Economics - Anticipated returns would depend on efficiency however calculations follow based on sows producing 15 market hogs per year:

100 x 15 = 1500 selling at 60¢ lb x 170 lb carcass
or average selling price of \$102 per hog.

1500 x 102 = \$153,000 per year gross income.

Cost of Operation - Present feed prices indicate a feed cost of 40¢ per lb or \$68 per hog. Capital costs (bldgs., etc.)

\$130,000 ÷ 20 years ÷ 1500	= 4.33 per hog
Maintenance @ 10%	= 8.50 per hog
Interest on Investment 10%	= 8.50 per hog
Utilities and Insurance	= 4.67
FIXED COSTS	<u>90.00 per hog</u>

At the cost of production of \$90 per hog and a return of \$102 the returns are approximately 12.00 to cover the cost of labour or a return to management of 1500 x 12 = \$18,000 per year. This would only approximate 1 man year of labour and it is highly doubtful one man could handle a 100 sow farrow to finish operation:

The variables are - (a) a drop in feed prices.
(b) an increase in selling price.

Should either (a) or (b) take place the economics would change dramatically.

Feedlot - Approximate costs - fixed asset - for setting up a feedlot would be approximately \$40.00 per head capacity - using the minimal shelter standards. A 400 head feedlot would cost about \$16,000 in fixed improvements i.e. watering systems, feeding systems and corrals, sorting pens and limited buildings.

The major cost of a feedlot operation would be the purchase of stock and feed. At today's prices - the economics are doubtful

400 calves @ 400 lbs = 160,000 lbs @ 1.10 = \$176,000.

Feed, vet supplies and labour along with interest, depreciation and death loss create a cost of gain of approximately 75¢ a pound gain = 800 lbs per animal x 400 animals = 320,000 lbs @ 75¢ = \$240,000.

By the time market weight has been reached the investment is \$416,000 on the 400 head of stock. However since the death loss is calculated at 5% at sale time we only have 380 animals to sell

$380 \times 1200 \text{ lbs} = 456,000 \text{ lbs of beef.}$

To break even with investment of \$416,000 on 456,000 lbs of beef a selling price of 91¢ per lb must be achieved.

At that price - carcass beef would have to sell for \$1.46 per lb which may boost consumer prices to the point of buyer resistance - this would have the demand reduced to the producer.

A feedlot is a high risk venture unless it is operated as a market for otherwise unmarketable feed supplies. Even then history shows it is a high risk venture.

Poultry Enterprise - Poultry requires a moderately high capital investment in buildings and associated works (feeding systems - watering systems - environmental control systems, etc.

In commercial egg production - a "quota" must be acquired as the egg industry is protected, by legislation, from over-production and subsequent financial losses to producers.

In hatching egg production - there is no quota and the mechanism of supply - demand determines prices and hence returns to producers.

At the present time - there is a shortage of hatching eggs for the meat strain "White Hubbard" which are presently three times the price of commercial eggs i.e. \$3 to \$3.25 per dozen. There are two main reasons for this high price:

(1) Cost of production in the form of additional buildings - blood testing; banding; and general management is close to double the cost of commercial egg production.

(2) The hatching egg season is short and the breeding stock is costly in that the heavy meat breeds have a higher feed cost per dozen eggs produced. On top of that, they lay fewer eggs.

At the present time most of the broiler hatching egg industry is in the U.S.A. Eggs are air freighted to Canadian hatcheries and the day-old chicks are dispersed from these establishments.

Bergs Hatcheries in Russell, Manitoba, are prepared to assist with design and management training for anyone wanting to get started in the hatching egg production business. Further they

will contract to take entire seasons production at a pre-determined price. In this way the producer knows what the end price will be rather than gambling on the ups and downs of the market.

A visit to the hatcheries is a must before considering entering this field of endeavours as flock size will determine production costs.

Fluid Milk Dairy - Saskatchewan is in a unique position of not over-producing its annual share of the national milk quota. In fact the Dairy Commission has been actively promoting the industry to attract more producers to fill the market potentials.

As with other intensive livestock enterprises setting up a dairy requires large amounts of capital investment. It also requires a firm commitment to the project as lactating cattle require constant care and there are no "days off". In effect it is a year round - 7 days a week commitment that is required. Before considering this type of operation - the "people" who would be responsible for running the operation, must be identified and commitments determined.

If not already experienced in dairy operations the operators should undertake a 6-month training course on dairy herd management to ensure a good operation from the outset.

Economic Analysis - Inasmuch as there is a milk marketing board which sets the price for both fluid milk and manufacturing milk, there is a "potential" for "profit" in the dairy industry. This potential exists basically for the "above" average operators that have good management and consequent high production from their herds.

A low producing herd is a "money loser" from the outset.

A ball park figure for establishing a dairy - including buildings and associated infrastructure, the producing herd and equipment, is in the neighbourhood of \$3000 per cow, i.e. a 100 cow unit will cost approximately \$300,000 to establish.

Green Housing & Truck Garden Operations - This combined operation has two critical factors:

- (1) Minimum cost heat for the greenhouse.
- (2) A ready market for produce - usually dependent on a large urban population, if the scale of the operation is to be greater than a "family" business.

Observation - There are numerous small scale greenhouse operations - usually run as a family business, scattered throughout the province: These supply the local rural markets with bedding plants in the spring and are operational from mid February start up to mid June close up. The cut flower and potted plant segments of the industry are usually associated with the larger urban centers where a market exists on a year-round basis.

Producing "hot house" vegetables for market is economical only when fuel/waste heat is both cheap and plentiful.

Garden produce is a variable economic enterprise. In rural areas many families have their own "background" gardens in season hence the market is limited to off season - and vegetables which can be readily stored - basically root crops such as potatoes, carrots, beets, turnips, parsnips and the exception - squash.

Today's modern home is usually too warm for root vegetable storage - except for squash hence this market is available primarily from November to June in all areas. Adequate storage is essential. Because of the weather, irrigation is a must for such a venture - to both ensure adequate water for growing crops and to guard against unseasonal frost possibilities.

Modern horticulture is a highly technical and sophisticated branch of agriculture. The use of pesticides and herbicides is common and usually without regard to environmental damage which may occur over a long period of time.

Mushroom Barns - As with greenhousing, mushroom growing requires heat - lots of it; and good water. As light is not required, mushroom cellars (semi-underground) are considerably easier to heat than greenhouses. On the other hand, there is no capture of "solar" energy unless special costly structures are contemplated.

As mushrooms are a "specialized" crop there are few do-it-yourself growers hence the market is always open to the producer.

The economics of mushroom production depend greatly on the type of structure and cost of heat.

There are no "automated" operations in the industry hence it is a labour intensive venture and a skilled labour force is essential at peak production times.

Summation:

Whichever endeavour is contemplated for the subject area several technical investigations need to be carried out. Some

if not all, of the investigations can be made with the aid of agriculturists from the Department of Agriculture. Any building should be "engineered" by specialists to get maximum efficiency for the time and money spent.

Poor planning has been the demise of many so-called sound enterprises."

The highly intensive enterprises, suitable for the limited land areas, all require substantial capital investment and experienced dedicated people who want to work in the agriculture business.

Alternative Development

The land could be used as a focal point for the development of a conventional mixed farm by one family. It would provide a good location for the farmstead as it is close to town on a main highway. Additional land might be rented from the Saskatchewan Land Bank and developed with assistance through the Farmstart Program. The federal Farm Credit Corporation, and/or the Special ARDA Program, might also be used as a source of capital.

This alternative development would not require a large capital investment. If an experienced farm family with a desire and commitment to develop a viable farm could be found, they would very likely succeed.